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15 September 1952

Deputy Director (Administration)

Chief, Procurement and Supply Office

Reorganization of the Real Estate & Construction Division

1. **PROBLEM:** To reorganize the Real Estate & Construction Division and to integrate its functions into the Office of Procurement & Supply so as to facilitate the handling of the present and prospective workload.
2. **FACTS BEARING ON THE PROBLEM:**
 - a. The Real Estate & Construction Division was transferred from the Office of General Services to the Office of Procurement & Supply effective 20 August 1952 by Notice [REDACTED] 25X1A
 - b. The function of the Real Estate & Construction Division is to provide for all real estate and construction needs of the Agency with the exception of certain space and maintenance functions of the Office of General Services at Headquarters.
 - c. Direction given the Real Estate & Construction Division by the Office of Procurement & Supply will be primarily with respect to administrative and policy matters. The Division will have full responsibility for the technical aspects of the real estate and construction program.
 - d. The Division has both staff and operating functions to perform. The existing policy of having in most instances the actual preparation of plans and specifications, etc., accomplished through the facilities of other agencies or architectural engineering contracts, will be continued. In most cases this arrangement has proven satisfactory. The Division will be required to administer and supervise construction contracts, secure space, and to furnish staff and technical direction to the securing of space and supervision of construction by field offices of CIA.
 - e. Sometime ago it was realized that the number of existing projects was sufficiently great to require an expansion in the staff of the Division. Accordingly, under date of 1 August 1952 a revised T/O was prepared but no action was taken due to the prospective transfer of the Division.

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3. DISCUSSION:

a. Organization. The present somewhat informal organization, i.e., as a group rather than a sectionalized division, is satisfactory where the workload is small and all members of the staff are easily kept advised as to each others activity. However, with the increased workload discussed below this is no longer possible. Larger projects require assignment of Architects or Engineers as Project Managers and this in turn necessitates reporting and inspection to provide a more formal and systematic type of supervision. In the real estate acquisition field it is now necessary to direct the efforts of individual Realty Officers to specific areas. Utilities engineering problems and the matter of utilities construction, operation, and maintenance are of sufficient importance to warrant recognition in the organizational structure.

- (1) Records. The only matter coming under this heading is the record of real estate holdings of CIA. The Division has never had a complete register of real property and is presently working on a report form to be used for this purpose. It is estimated that the present register is about 40% complete. The bulk of the remaining 60% consists of foreign properties the records of which are incomplete. The completion of the record program requires the issuance of formal reporting instructions providing reporting forms and procedures applicable both to existing real estate holdings and to future acquisitions.
- (2) Current and Future Workload. There has been a gradual build-up in the quantity of work assigned to this Division. Rather than list in this memorandum projects currently under way there is attached hereto (Annex D) a list of recent accomplishments of the Division and a copy of the report for the period from 15 August to 28 August 1952. In order to handle the increased workload it has been necessary in recent months to have detailed to us from GSA architects, engineers, and project managers. The Division plans to establish reporting systems to enable it to keep abreast of real estate and construction functions in the field and this will require personnel to review such reports and to develop solutions to such problems as may arise.

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4. CONCLUSIONS:

- a. The Real Estate & Construction Division should be organized in three branches, a Construction Engineering Branch, an Acquisition Branch, and a Utilities Engineering Branch.
- b. Additional positions should be provided to enable the Division to carry the workload assigned to it.
- c. Reporting systems and procedures should be developed to enable the Division to furnish adequate staff and technical direction of the real estate and construction program and to maintain proper records.

5. RECOMMENDATIONS:

- a. Annex A is the recommended organization of the Real Estate and Construction Division.
 - (1) The establishment of a Construction Engineering Branch is proposed in order to provide supervision or staff and technical direction for design and construction activities throughout CIA.
 - (2) The establishment of an Acquisition Branch is proposed to provide for the acquisition of real property.
 - (3) The establishment of a Utilities Engineering Branch is proposed to provide supervision or staff and technical direction for utilities engineering matters throughout CIA. It should be noted that while the present T/O provides for some positions comparable to those in the Construction Engineering and Acquisition Branches, it contains none comparable to those proposed for the Utilities Engineering Branch. This proposed branch represents an approach to the utilities engineering problem which recognizes the fact that in addition to the one-time job of constructing a utility installation, there are engineering functions to be performed in the maintenance and operation of utilities. Therefore the proposed Utilities Engineering Branch will have continuing operational and maintenance engineering functions to perform with respect to existing and future utilities and for this reason it is recommended that a separate utilities engineering branch be established rather than placing the function in the Construction Engineering Branch.

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- b. Annex B is the recommended T/O for the Division and provides for a total of [redacted] positions, a proposed increase of [redacted] over the present T/O. The proposed increase is accounted for as follows:

- (1) The Office of the Chief is increased by two positions. One is the position of Deputy Chief of the Division, included to provide more adequate supervision and to meet travel and inspection requirements. The other is for a Clerk-Stenographer position necessitated by the inclusion in the Office of the Chief of the maintenance of records and reports. 25X1A

- (2) The Construction Engineering Branch is increased by [redacted] positions. The number of construction projects which have been presented to the Division over the period of the last several months has exceeded the Division's ability to perform the job. Among these are Projects [redacted], and others. There are several projects in process of submission, one in connection with [redacted] which will be of considerable magnitude, and at least one or two additional training projects requiring considerable facilities, etc. The implementation of approved projects is usually presented on very short notice and therefore it is necessary that the Division be prepared for almost any eventuality. Many of the [redacted]

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25X1A2d1

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[redacted] but these projects should be supervised and controlled by representatives of the Real Estate & Construction Division, who are in a position to interpret the requirements of the operating divisions, control costs in accordance with the project approvals, and act as liaison to the Service which is performing the job.

- (3) The Acquisition Branch is increased by [redacted] positions. In carrying out the program of this Branch, it is planned to generally divide the world into three principal areas, assign [redacted] 25X1A 25X1A

- (4) The Utilities Engineering Branch is new and constitutes an increase of [redacted] positions. This branch will provide supervision or staff and technical direction for utilities engineering throughout CIA, including maintenance and operation of various facilities, power installations, sewer and water systems, heating, air conditioning, and refrigeration. It is estimated that

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the work will require a mechanical engineer, an electrical engineer, and a sanitary engineer. The mechanical engineer will serve as Chief of the Branch and with a clerk-stenographer a total of [] positions is accounted for.

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- e. Annex C is the recommended Statement of functions of the Division. Also attached as part of Annex C are statements of functions of the branches.

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